

the manager who would install a personnel department. It would be amusing if it were not tragic to observe the naivete of the manager who expects to get a hand-me-down, ready-made "industrial relations man" all trained for one of the most delicate jobs in the world. Sometimes he gets him. More often he doesn't. In any case a manager cannot in all cases shift responsibility from his own shoulders for the failure of personnel work in his plant. The designer is after all the designer and he cannot expect other people to take the blame for failure when his pattern has been wrong, even though the weavers have woven it with conscience and skill.

It may seem a far cry from present day personnel work in scientific management shops to Taylor's fundamental principles, but I assure you it is not. For I am convinced more and more, as I observe various organizations, that the more effectively we can translate into a living, every-day practice these four basic principles which Taylor so clearly enunciated years ago, the more nearly we shall approach justice in industry. But we must keep constantly in mind

Taylor's admonition not to separate the handmaidens, spirit and mechanism. For without ideals we perish and without mechanisms for furthering and insuring the carrying out of ideals, we are but clumsy plodders.

In closing we cannot refrain from once more quoting the man whom we consider to be directly or indirectly the inspiration of what is sound and enduring in the personnel policies of present day industry and whose basic philosophy will endure whatever economic system the future may bring and whether "Capitalist Civilization" stands or falls. We can conceive of no future system which will not require justice and fairness between management and men. Said Frederick W. Taylor: "And the time is coming when all great things will be done by that type of cooperation in which each man performs the function for which he is best suited, each man preserves his own individuality and is supreme in his particular function, and each man at the same time loses none of his originality and proper personal initiative and yet is controlled by and must work harmoniously with many other men."⁴

⁴Principles of Scientific Management, page 140.

THE best way to secure cooperation and team-play is through some man with qualities to lead in the right direction. This man must be found and put in a position to lead; though to exercise his influence he need not necessarily be at the top of the organization, but merely in a position where he may radiate leadership toward the goal of the enterprise. Successful enterprises have such men within their organizations. If the leader be properly placed in the organization, the other executives and subordinates will work harder, more wholeheartedly, and in a more sustained manner for the purpose at hand. One of the best examples of this type of leadership which was ever known was to be found in the person of Mike Murphy, track coach and football trainer at the University of Pennsylvania. Although he was not head coach of the football team but only trainer, candidates for the team would be heard time and time again to say that they were "doing it for Mike" or "backing up Mike." (Lansburgh, *Industrial Management*, p. 44).

ARRANGING an organization should be looked upon more as a game like chess and less as a game like checkers. Frequently men have been moved across the board of the industrial game as if they were all of equal value, as if one could readily replace the other, as if one could always fit into an organization niche when another had gone, merely because he was a man of approximately the same salary or had previously performed approximately the same duties. Men are of different values and work together in different ways. They fit into the team-play in various ways. Men are not square pegs or round pegs to be fitted into square holes or round holes, as is frequently said. The concept that a job is of a particular kind and that it is necessary to find a man to fit that job is frequently wrong. It is more frequently necessary to consider the man who is available and then draw the outlines of the job to fit his capabilities. (Lansburgh, *Industrial Management*, p. 43).

Recent Section Meetings

Central New York Section, January 11. Edgar D. Sebring, Secretary of the New York Southern Tier Section on "The Unemployment Problem"; Helen E. Ploeger, Supervisor of Personnel, The Joseph & Feiss Company, on "Methods Used at the Clothcraft Shops to Provide Continuity of Employment." These papers will be printed in later numbers of the BULLETIN.

Chicago Section, December 20. Round Table Discussion of the "Tie-up of Master Plans with Departmental Plans." February 13. Joint meeting with S.I.E., Management Division of A.S.M.E. K. K. Bell, President of the Calumet Baking Powder Company on "Advertising as Related to Management."

December 17 friends of Hugo Diemer, Chairman of the Chicago Section, held a dinner in honor of his promotion to Colonel, U. S. A.

Cleveland Section, January 28. Douglas Mercer of Pittsburgh on "Distribution as a Governing Factor in Production." This paper will be printed in a later number of the BULLETIN.

New England Section, January 17. Joint meeting with Industrial Relations Department of the Associated Industries of Massachusetts and Boston Chapter of the Society of Industrial Engineers. Charles E. Bedaux, of Cleveland, on "Increasing Production Through Wage Incentives." Willard E. Freeland, Massachusetts Institute of Technology on "Perfecting and Standardizing the Job." Open discussion led by Carle M. Bigelow of Cooley & Marvin Company.

February 14. Special meeting at the Dennison Manufacturing Company Plant at Framingham. 3:00 P.M. Inspection of (a) Planning and Control Methods; (b) Personnel Work; (c) Manufacturing Departments. Evening program: address by Henry S. Dennison and general discussion of works committee operation and of other matters relating to Dennison management.

New York City, February 14. Joint meeting of New York Sections of Taylor Society, Society of Industrial Engineers and Management Division of the A.S.M.E. Dr. Henry C. Link of Lord & Taylor on "Intelligence Tests in Industry."

New York Southern Tier Section, February 13. "Production Control with Particular Reference to Graphic Production Control vs. the Card System."

Philadelphia, January 25. Percy S. Brown on the "Organization and Management of the Corona Typewriter Company."

Future Section Meetings

Central New York, February 26. Joint annual meeting with the Central New York Purchasing Association. Address by H. H. Melville of Air Reduction Sales Company, New York City and a film on "Oxygen the Wonder Worker."

Cleveland, February 25. Percy S. Brown of the Corona Typewriting Company on "Planning—Maintenance of Proper Inventories, Use of Plant Equipment and Regular Turnover of Capital." March 24. Whiting Williams on "Personnel Problems."

Reviews

Personnel Management: Principles, Practices, and Point of View. By Walter Dill Scott and Robert Clothier, A. W. Shaw Co., Chicago, 1923, pp. xvi, 643.

This volume represents a very careful and thoroughgoing analysis of modern personnel method and technique. It carries through in an admirable way an exposition of what is perhaps the best in personnel practice. The clear and logical presentation of the great mass of detail is to be commended.

The importance of the proper adjustment of the individual to his work is rightly emphasized and the need, construction and use of the "occupational description," "qualification card" and "personnel control chart" is gone into with great detail in several chapters. Those chapters on the general aspects of personnel procedure are well done. The chapters and the appendices on labor turnover and the complete bibliography at the end of each chapter make the book especially valuable to students of personnel management problems.

The chapter on mental alertness tests shows at length various tests and charted results, but it is to be regretted that so little attention is given to the ground work necessary before embarking on a career of mental alertness testing. The statement that "tests can be given by an intelligent clerk after a few hours of instruction" is open to question. A standardized method of giving tests and a particular measurement of the productivity of the individual are essential if correlations are to be of value.

It is disappointing that the book gives so little that is stimulating and enlightening on the philosophy of personnel management. The authors have missed an opportunity to clear up much hazy thinking on personnel management in its relation to other functions of management and the administration of a business enterprise. The mechanics and technique so well presented here are of value, but only when springing from a point of view gained in the study of the fundamentals of sound management and organization—a point of view sadly lacking in many personnel executives and in more plant managers and chief executives.

It is surprising too that the authors have failed to acknowledge the extent and value of the contribution scientific management has made to the field of personnel management.